

## Quality improvement efforts

### Transparency of quality is necessary in global competition

The INOAC Group has implemented a comprehensive management system based on ISO 9001 to guarantee quality and provide products and services that our customers can be satisfied with and use safely with confidence. We are also engaged in efforts to improve quality by collaborating with our customers. In recent years, quality fraud has become a large social issue and trust in Japanese manufacturing is wavering. Against this backdrop, the global trend is moving toward enforcing transparency in product development and manufacturing processes, as well as clarification of responsibility.

#### Basic policy

Quality that can satisfy all customers

- Thorough quality compliance
- More robust quality risk management for new and critical quality products

### Examples of initiatives

#### 1. Thorough quality compliance

##### (1) Observing official accreditations / certifications

Products of the INOAC Group which have received official accreditations or certifications are registered in the Global Quality Assurance Division, and we verify whether there are any discrepancies between the products and the examination criteria. We also periodically inspect whether there are any discrepancies between the logged information and the products themselves.

Certified flame retardant products  
(JFRA - Japan Fire Retardant Association)



Soulage floor cushions

#### 2. More robust quality risk management for new and critical quality products

##### (1) Product component audit for critical quality

We conduct audits and guidance at our production sites in Japan and abroad to improve quality and prevent any serious quality issues in advance that could threaten our company's existence through the loss of social trust.

##### (2) Quality audit of new products

We conduct audits of products created using new technologies, new materials, new processes or for new usage applications, with the goal of preventing serious quality issues in advance.

#### Audit members

President, Global Technical Division, Global Quality Assurance Division, persons in charge of product technology, quality assurance, and sales

#### Audit areas

Material quality, product characteristics, product performance, structure, exterior, comparison with similar products, product safety, production safety, quality risks

##### (3) Managing new materials changes

Issues resulting from materials changes can lead to serious quality issues, so we manage materials changes in order to prevent these issues before they occur.

Materials changes are conducted through a framework in which the Global Technical Division and the persons in charge of technology and quality assurance at the departments in charge deliberate over the changes, and approval is given by the Global Quality Assurance Division.

#### 3. QC and improvement activities

QC (quality control) group activities for small groups to voluntarily gather on the topic of quality improvement have been taking place at INOAC since around 1965. These activities have since expanded worldwide. Starting in 1985, INOAC has held the World QC & Improvement Competition on a global scale in order to share quality control activities taking place throughout the group of companies.

The competition was canceled in 2020 due to concerns over the outbreak of COVID-19. Some blocks and locations have kept these group activities going by holding qualification rounds while taking precautions against the spread of infections.